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Psychological aspects of motivation

Adam Pawlak

Department of Econometrics and Statistics, Faculty of Management, Częstochowa University of Technology

Summary

The purpose of the article is to make people aware of what motivation and motivating employees are in organizations. The article discusses definitions and sources of motivation, historical and contemporary views on motivation, tools for comprehensive reward, remuneration as an instrument of motivational impact, success determinants and assessment of the motivation system, motivational impact of employee assessment and motivation in the face of organizational changes.

Keywords : motivation, human resources management, employee

Definitions and sources of motivation

Motivation as a concept was identified in the early 20th century along with the development of psychology as well as the beginnings of defining management and organization as science. It is a process that is designed to evoke, direct and maintain the desired behavior of people that contribute to the achievement of specific goals and assumptions [1]. W. Griffin reports that motivating is a system of forces that cause people to behave in a certain way [2]. Yet another motivation is defined by Michael A. Hitt. According to him, motivation means an internal state (sometimes called need, desire or desire) that activates human behavior and gives them direction [3].

Some common elements can be seen here: behavior, purpose and activity. All these authors pointed out that the above elements must be combined to achieve a specific goal or assumption.

Historical views on motivation

The literature lists three basic models of motivation: traditional, relations in cooperative and human resources.

a) Traditional model - is associated with Frederick Taylor as well as scientific work organization. The basis of this model was the assumption that management set the work performance system and, using the appropriate model of wage incentives, meant that employees performed their tasks and goals quickly and efficiently, receiving higher remuneration for it [4]. The assumption of this theory was that employees are inherently lazy and the management knows their tasks much better than their subordinates themselves and their only contribution is their work. This model stopped testing when work went smoother and more efficiently, which resulted in a reduction of employment and thus a reduction in the availability of incentives by managers. Employees have ceased to focus so much on increasing the efficiency of increasingly strict standards, and pay attention to job security and retention [5].

b) Model of cooperation relations - is attributed to Elton Mayo and other researchers of the time who said that boredom and repetition of many tasks lead to a decrease in employee motivation, but the development of social contacts leads to its maintenance. As a result, a belief arose that the management can motivate employees by recognizing their social needs and enabling them to develop [4].

c) Human resources model - by McGregor . This model is a way of manipulating employees by creating such a working environment by management that it allows maximum use of all available human resources [2].

Contemporary views on motivation

Motivating from the content side - this approach is focused on the basics of the motivating process. These are needs and a sense of scarcity. It answers the question What factor or factors motivate . The example given by Gryffin can be recalled here : some managers say that the appropriate motivation is increasing salary, while others that people should be given more autonomy and freedom in making decisions. Thanks to these examples one can distinguish the theory of hierarchy of needs and the two-factor theory [2].

a) The hierarchy of needs is based on the theory of Abraham Maslow, who created a pyramid according to which people must meet five types of needs: physiological, security, belonging, respect and self-fulfillment.

b) Two-factor theory - by Herzberg, assumes two factors: hygiene factors, which managers should ensure that their employees do not feel dissatisfied with the working conditions, however, there is not yet complete satisfaction. This is called sphere of indifference. It is only the second factor, motivators, that makes employees feel full satisfaction and satisfaction with the conditions of work and its performance [3].

Motivating from the process side - the first theory that can be distinguished here is the expectation theory, according to which people choose specific behavior from the possible ones based on expectations, which they can get as a result of each of them [4]. The creators of this theory, David Nadler and Edward Lawler, distinguished here four assumptions on the basis of which it was based, and which relate to people and their behavior in the organization: a combination of factors that occur both in a person and in his environment determine his behavior; working in an organization, people consciously choose their behavior, which they present to others; everyone has different needs, but also goals and desires; among choosing a variety of different behaviors, people decide on those that, according to their expectations, lead them to the goal they want to achieve [6].

According to this theory, the strength of motivation depends on the strength of expectation and individual assessment made by each person whether the selected behavior will meet our needs. Expectation here can be understood as the employee's conviction of the right choice of behavior and meeting the appropriate level that is expected by the organization. You can refer to the IT system 0 and 1. "0" means that the employee does not see the relationship between the action taken and the result he expects. Large effort and energy may not result in achieving the intended goal. However, "1" shows that there is a strong relationship between the action taken and the intended effect. According to the employee's subjective assessment, it can be assumed that there is a huge probability of performing a task, which will contribute to undertaking the implementation of a given task [7].

Another important thesis to mention is that people almost always expect the effect to be proportional to the energy they put in. It should be remembered that in a situation where the effect is not proportionately high, the employee may stop feeling motivated, which in turn will lead to a much lower propensity to take and properly end the action taken [8].

Another theory is the theory of justice, in which John Stacy Adams made a significant contribution, and whose premise is the individual assessment of the justice of an employee's

reward. The measure of this theory is the prize received in relation to the amount of work put into it. His motivation depends on the satisfaction felt with the prize, which is assumed to be equivalent to the amount of work incurred. Employees, in order to be able to assess the value of their award, compare it to colleagues who received awards after similar efforts. The task of managers using this theory is above all to get to know their employees very well and to notice what energy and work they put into the tasks entrusted to them [6].

Another theory is Burrhus Frederic Skinner's theory of reinforcements, according to which people are willing to duplicate those actions that in the past brought them success and were a source of pleasant sensations, and avoid such actions and behaviors that brought failures or are associated with sadness [8]. The main conclusion of this theory is that managers should pay special attention to the actions and behavior of employees that strengthen them in pursuing their goals, offering in return tangible or intangible rewards. There are four types of reinforcements here: positive reinforcements, e.g. showing employee approval, a higher bonus, promotion or pay increase; avoidance that can occur on the part of the employee when he wants to avoid the consequences of his actions, e.g. notorious lateness; wara, usually paying attention, reprimand or dismissal; elimination by avoiding, not recognizing or noticing the employee's negative attitudes [2].

Comprehensive reward tools

Nowadays, companies are increasingly outperforming incentive systems for their employees. It has been noticed that a valuable and well-motivated employee works very effectively. Motivational systems are appearing more and more often, which affect almost every aspect of employee employment. It was noted that the management of fast-growing companies primarily focuses on employee involvement, which results in innovation and expansion of incentive systems to increase their involvement [9].

Remuneration by the incentive instrument

In organizations, when planning the remuneration system and incentive systems, it should be taken into account that they should motivate to work more effectively, and not just compensate for the work done [10]. This is one of the payroll functions. It allows shaping employees' attitudes and behaviors that the company expects [11]. As mentioned earlier, the organization should create such working conditions that employees feel appreciated by the management.

Speaking of remuneration, one should pay attention to its two forms: external, which are provided by the employer (financial) and internal, which is related to responsibility,

achievements and work which is performed (non-financial) [12]. Therefore, pay must be an incentive for the employee to act and meet a number of conditions: rewards must be closely related to employee efficiency; tasks should be set in such a way that the employee can independently measure progress and contribution; non-wage stimuli should play a big role; the frequency of employee rewards should be varied and proportionate to the requirements and effects; one should clearly define for what the employee received the given prize, which he can slowly realize as he deserved it [13].

Dorota Twardo says the same. Salary in itself can also be a motivator for more effective work, but it must meet several rules:

a) the remuneration received by the employee should be proportional to both the requirements imposed on him and the effects of his work. Performing employee assessments, e.g. monthly, can show the employee, but also the manager in a very accessible way what qualities are desired, which to develop more, and for which he is entitled. This gives the employee the opportunity to become aware of which behaviors have been appreciated.

b) motivators used by the enterprise should be varied in such a way as to meet the expectations of both the employee and the organization itself. The main emphasis here should be on the pay rise system, which should be specific to the employee and not to the entire organization. This will avoid situations where employees who have much lower efficiency and contribution to work than those of other people also received increases

c) the tools used in the organization must create a coherent system so that every employee has the opportunity to become fully acquainted with them

d) all incentive systems must be understood and accepted. Thanks to clear and clear rules, employees are more effective and have knowledge of what actions and behaviors have the greatest impact on getting a bonus.

It is also worth noting that very often managers routinely reward employees for behaviors they would like to discourage, rather than reward those they really care about. Therefore, management should conduct an analysis of the reward systems used for behavior that does not encourage behavior other than expected. Very often, after conducting such an analysis, it appears that the incentive system is poorly constructed. An example can be given here that if an organization is concerned about the right quality, it should reward the quality achieved by the employees and not e.g. the quantity [14].

Salary can also have a negative impact on an employee. A common situation is when e.g. increases only work in the short term and the results obtained are disproportionate to the costs incurred. The situation is similar in the situation when the monetary motivators used are

inappropriate or not suited to the needs of the employee. Both of these situations can lead to a decrease in employee performance, which can realistically transfer to the final effects of the company.

So when designing the remuneration system, you need to have knowledge of motivation psychology, as well as know the mechanisms of deprivation. It is impossible to design a remuneration system that is ideal and universal, and also has the same motivational effect on all employees, and proper communication should be ensured, which will allow to create a system that will be constantly monitored and modernized [15]. Only when the organization reaches the appropriate level of remuneration incentive function will it be possible to fully implement its tasks and achieve goals, while ensuring their interaction with employees' interests [11].

Success determinants and motivational system assessment

Enterprises create incentive systems not only for employees, but also for themselves so that the company's goal is achieved and that productivity and quality are at the highest level. The effectiveness of incentive systems in enterprises depends on several factors [9]. These are:

a) the structure of the remuneration system - already during the design of the remuneration system, special emphasis should be put on choosing the right instruments that will make employees willing to work and also notice the profitability of applied behaviors and activities. To arouse both creativity and enthusiasm for work in employees, one must be aware that the rewards will be high and the employees themselves will be properly appreciated.

b) internal motivation of employees to work - is closely related to non-pay factors of incentive systems. People doing their work like to be appreciated and have a sense of satisfaction, receive additional challenges or make decisions. It gives them autonomy in action [16].

c) company strategy - in order for the incentive system to be as effective as possible, it must put a lot of emphasis on innovation, which is also linked to the company's strategy, is placed very high among the value of the company [17].

d) organizational culture - we are talking about ways of communication and information flow in the organization, approaching the employee, presenting values that are important for the employee and an honest approach towards him

e) coherence and comprehensiveness of the HRM system - currently every large organization has its own department dealing with human resources. It is very important that it operates coherently, fosters innovation, fuses all the instruments used to implement the company's strategy, as well as triggers high-level commitment in employees and puts emphasis on their

development and employee participation so that the goals and assumptions of the company are achieved. It is also consistent with organizational culture [9].

f) support for the system of remuneration for intangible incentives - two groups of intangible incentives can be distinguished here. In the first group, you can mention elements of motivation of a material nature but having a non-monetary character, the essence of which is to provide the employee with the opportunity to tailor benefits and privileges to their current needs and individual expectations. It consists in choosing, within a predetermined amount, a material form of payment. The second group are non-material stimuli that directly relate to Maslow's third and fourth level of needs [7].

However, for the incentive system to work efficiently, it is important to control it at all times to see if it fulfills its function. That is why the statement presented by Barbara Bojewska is very important, according to which help in creating and modifying motivational systems in organizations is to examine the level of employee satisfaction [18]. Unfortunately, there is no measure that would help to fully investigate motivation. However, several factors can be used here: the study of attitudes, the study of productivity measures, the study of liquidity of employment and absenteeism, the analysis of results and effects, the enthusiasm (satisfaction) of employees, which is treated as one of the conditions for positive employee motivation to continue [12].

Motivational impact of employee assessment

One of the tasks of the managerial card is to evaluate employees: their involvement, effects and achieved goals. The assessment often translates into a bonus received by employees, but it is also a motivating factor in the situation when the assessor accepts the assessed person himself, regardless of how he assesses his functioning at work. However, you have to be careful, because an incorrect assessment can be very demotivating for an employee. An example of this can be the fueling of destructive emotions. A similar situation can occur when the assessment has not been carried out reliably, is unbelievable or unfair [19].

First of all, you need to pay attention to what employee evaluation is. It is a deliberately selected and organized set of elements and relationships between them, intended to improve the efficiency of human resource management in the context of achieving the goals and mission of the organization. For this system to work properly, certain conditions must be met: determination of assessment objectives, determination of rational assessment principles, selection of assessment bodies, determination of assessment criteria in accordance with the

organisation's established objectives, selection of an appropriate assessment technique, determination of how to communicate assessment results [20].

Currently, more and more often you can find formal procedures regarding employee evaluation. They are designed to increase objectivity about the effectiveness and attitudes of employees. Thanks to these procedures, which refer to specific criteria, you can motivate people to be more involved and to perform their duties more reliably. In addition, this system works protective because it does not allow for unfair assessments. Another advantage of such a system is the ability to receive information about yourself, your work and your effects, which can further strengthen the strengths of the employee and motivate him to work more on those weaker. The use of employee assessments may also give an opportunity for further employee development by discussing training topics or improving working conditions [21].

However, special attention should be paid to the fact that the employee appraisal system must fulfill its motivational and communication functions, which means that it is necessary to properly combine the appraisal system with the motivational and informative one. The results of the assessments must have a real impact on the employees' situation. You can mention promotions and trainings. In order for this assessment to be reliable, adequate communication must take place here so that employees are familiar with the organization's goals and intentions [22].

As already mentioned above, avoid demotivating with a rating. You must pay special attention not to give a negative assessment of the action that is correct and in accordance with the company's procedures. If the assessed person knows perfectly well that he is working correctly, it can be considered a punishment. This also works the other way around, i.e. positive assessment of incorrect operation. It can evoke a sense of impunity and security for the future. You must also provide information about what the employee must change in their actions, they must know what mistakes they are making and how to avoid them. You can't put too much pressure on employees to achieve the best results . It is very important not to humiliate employees, not to scare them, or to judge on a liking basis. One should also avoid assessing motivation to act by the employee or too often conducting his assessments without specific justification. All such activities will demotivate employees and may also break the law [19].

Motivation in the face of organizational changes

Motivating employees in the face of organizational changes is one of the tools for overcoming employee resistance to changes that will take place in the organization. According to Krystyna Serafin, three categories of incentive systems can be specified in the face of organizational

changes. First of all, it is the pursuit of survival and securing existence. The next category is suitability to meet your own needs. The last element is the social interest [23]. These are mechanisms that largely cause resistance to change. Threats cause fear of what is to happen and of possible deterioration of living conditions. Defensive or conservative behavior occurs here. Similarly with the second and third mechanisms. Everyone looks from their angle to achieve the greatest benefit but also from the point of view of the group - man is a social being, which leads to a situation when we are guided by social interest [24].

Motivating employees in managing organizational change requires changes in organizational culture that is strongly connected to incentive systems. A tool that is extremely helpful in determining the scope of necessary changes is a system analysis of the problem of implementing the motivational function in managing organizational change [25].

You should also be aware of the elements that are resisting changes. The following example can be used here: dismissal of a large number of employees, without providing them with support while looking for a job, will have a very negative impact on the company's image and will also drastically reduce the morale of the remaining employees, whose further motivation will decrease very much and its growth will be difficult to achieve. In the case of mergers, you must be aware that not all employees of both the acquired and acquiring companies will maintain their jobs. Therefore, it is very important to prepare an appropriate plan of the material and intangible incentive system, which will take into account not only employees remaining in the organization but also to a large extent will help the dismissed employees [26].

Actions provided for by law, but also those which the employer himself initiates, also have a very positive impact on outgoing employees. We can mention here various trainings, letters of recommendation for new employers, support in participation in various types of job fairs. In addition, informing employees as soon as possible about upcoming organizational and personnel changes will give them extra time to look for a job. The financial factor is also often used - severance payments to employees, which constitute a one-off cash benefit. The HR department also has a lot of room for maneuver here, where employees help write cover letters and CVs, as well as prepare employees made redundant for interviews with potential employers. Change is a very big psychological burden for employees, which is why it is worth thinking about introducing several forms of compensation for them: maintaining the current level of earnings of people affected by the change; allocating additional resources and funds that compensate for their input; granting additional free time.

These types of activities can give a great chance to overcome resistance and willingness to engage in implementing the change process. It is also possible to approach motivation by

causing a sense of threat, e.g. loss of job, degradation, reduction of earnings as a consequence of the lack of support for the changes. The employee, feeling threatened, may participate more actively in the process, which may additionally lead to his acceptance of them. It is also worth mentioning that for some employees a motivator may be the award of some appropriate task, thanks to which the need to appreciate and respect is met, which can additionally have a positive impact on other employees by giving them the opportunity to participate in the changes.

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